A Study of Employee Motivation and Work Performance among Library Professionals in Colleges Affiliated to Mangalore University

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1. Introduction

Human resources form the backbone of an organization and play a very important role in enhancing the performance leading to the all-round prosperity of the organization. In the modern workplace, human resources occupy prime position. The bricks of an institution are its people. It is widely acknowledged that human resources in any organization is not only its most indispensable but, is also its vital resource. The prospects and existence of any organization depends more on its staff than on any other factor. It is of the utmost concern for the managers to provide a congenial atmosphere and environment for the people to work. A contented employee is really a boon to any institution. The infra and super structure of any organization depends on a qualitative, efficient work force.

2. The Concept of Human Resources

UNECA (1990) conceptualizes human resources as a body of knowledge, skills, attitudes, physical, and managerial efforts required to manipulate land, capital, and technology, to produce goods and services for human consumption and welfare. Human resources include:

1. Technical skill and abilities acquired from education, training, and experience. It indicates the ability to use knowledge, methods, and techniques in the performance of library tasks.
2. Human skills, is the ability to work with and through people. It includes the understanding of motivation and the application of effective leadership.
3. Conceptual skill incorporates the ability to understand the complexity of the overall organization.

Human resources include two major activities. One is the recruitment, selection, compensation, discipline, appraisal, and welfare of employees. The other one is working with employees to improve their efficiency and productivity. The activities that enable individuals and groups to acquire new knowledge and skills and assume new roles and responsibilities are usually referred to as human resources development (Ojo, 1994).

3. Human Resources in the Library

A library is an organization whose mission is to provide information to its users. In a library, the library staffs are the human resources, who provide information services using library resources. The services provided in a library mostly depend on how well the human resources are motivated and developed. Motivation is crucial to the development of human resources in a library. Academic libraries are not an exception to this rule. The success of a good academic library depends on two factors. One is the efficiency of the library staff and the other is the motivation given by their institution. Motivated employees are productive, happy, and committed. The skill of the personnel will ultimately determine the success of the library. The services offered by a good library reflect the nature of the staff, their attitude towards work, and their mental satisfaction. Hence, personnel administration should provide a healthy working condition for the success of an academic library. Employee attitudes typically reflect the morale of the organization. Contented employees are extremely important because they represent the organization. Similarly, academic libraries need highly motivated staff to ensure quality service. As Bakewell remarked, "Motivated staff in a library is more productive, contented and happy. They remain longer with the organization". Library authorities and library staff, particularly at the upper level of management need to know the ways and means of motivating their staff. (Bakewell K.G.B., 1993).

4. College Libraries

Libraries are an integral part of any academic institution and the college library is the heart of the college. It is the hub of all academic activities. Libraries serve as treasures and fountains of knowledge especially, in the realm of higher education. Education at higher levels is no longer solely teacher oriented. A good library is the prime requirement of a college in the fulfilment of its objectives towards dissemination of knowledge. The academic libraries encourage reading for self-discovery, personal growth, and sharpening of intellectual activity. Adequate library facilities are imperative for students who need to go beyond the class room lectures and graze in the wide and bountiful pastures of written records in libraries. College libraries act as power transformers and perform some important functions like building up a balanced collection in the light of objectives, level of

education, curriculum, and the needs of the student and teachers of the institution concerned. They help in the preparation of students for a lifelong self-education process by studying through libraries. College libraries help the students to achieve constructive co-operation with the educational institution and also inculcates the habit of material search (Sahai, S.N., 1990).

5. Importance of Library Professionals

A library is fundamentally an organized set of resources, which includes human services as well. The effective functioning of the library depends to a great extent on the capabilities, attitudes, and professionalism of the library staff. Library professionals play a significant role in planning, establishing, supporting, maintaining, and disseminating information. They are the mediators and are considered as very critical in making or marring the success of libraries. Proper monitoring, timely help, and assistance are the need of the hour (Olson, John., 1997). The fundamental role of a college library is to provide support for teaching and research. It should serve as a dynamic instrument of education in encouraging students, researchers, and faculty members. In this context, the use of the library has become a method of teaching and library professionals serve as teachers in guiding the students by providing various library activities. Library and Information science, as a profession is concerned with knowledge and skill by which the records of human communication are collected, organized, and stored (Kaul, H.C., 1998).

Often the question arises: What are the qualities that make a Library professional Successful? The success or failure of any professional depends on his or her personal qualities and the situation in which they work. While qualities are of a personal nature, situations vary from institution to institution. Library professionals need to be given due importance by motivating them through rewards, incentives and other positive approaches to enhance their morale. Motivated employees provide effective services to patrons which in turn satisfies the organization's goal. A person with high job satisfaction holds a positive attitude towards his job. Job satisfaction among the library personnel depends upon the degree of skills, attitude, autonomy, self image, and work environment. To realize the

primary goal of a library as a service centre, personnel of high competence and integrity are essential. This demands for a proper management of the Academic library staff.

6. Need for the Study

Library personnel constitute an important component of the library trinity, namely, books, users, and staff. It is the library professionals who bring the users and the information together. The professionals should be capable of accessing, organizing, and providing information to the right person at the right time. Each user has got his own area of interest and the library professional should be able to tackle every reader efficiently. It is of no doubt that the ultimate objective of a library is to provide maximum service to its clientele. In order to achieve this objective, the library professionals have to strive hard and the management is responsible to provide a conducive environment where they work in a better way. A librarian acts as a mediator between a man and the graphic records that his and the previous generations have produced and the goal of the librarian is to maximize the social utility of these records for the benefit of humanity. The varied and complicated services of a modern college library need to be organized and controlled by a person of competence and expertise. A college librarian performs a variety of functions which include helping students with text books, parallel studies, all kinds of reference services, bibliographical references, etc. These human resources in the college libraries need to be managed in a very efficient and effective way. Proper management of these resources would help in achieving the desired objective besides assisting in the overall development of the libraries. Improper management of these resources would affect the very objective of a library.

Nevertheless, it has been observed that many of the academic college libraries and librarians are facing resource crunches, inadequate funds, improper incentive schemes, unfair appraisal system, and lack of job security, which in turn are affecting the performance level of the library professionals. In this context, the present study is an attempt to know the working conditions of the library professionals, their level of motivation and work performance in college libraries affiliated to the University of Mangalore, keeping in view the following aspects:

- The library professionals have the primary responsibility of bringing into contact the readers and the books at the right time. Hence, the library should have professionals not only qualified and competent but they should also be highly motivated in their work to perform efficiently and satisfactorily. So the need was felt to make a study on the work performance and employee motivation of library and information professionals in academic libraries.
- Today, the library profession is highly complex requiring specialization and technical skill, knowledge of various kinds like personnel administration, financial management, and varied other skills requiring usage of modern gadgets of the prevalent age. Personnel administration implies a process of getting the best out of employees of an organization. This calls for a study on the work performance and motivation of library staff in discharging their duties and responsibilities.
- The improper and unsatisfactory performance of the academic libraries can be attributed to the lack of attention and importance given to the human factor. Without any support, stimulus, encouragement, appreciation and appraisal by the management, the library professionals may not work efficiently. Hence, the need to make a systematic study to restructure the college libraries and to provide a proper platform whereby adequate and proper motivation is given enhancing work performance to a great extent.

Thus, understanding the library employee's expectations, recognition, job satisfaction, contentment, accomplishment, and achievement from his job and workplace is essential. Therefore, it was felt necessary to make an attempt to know the employee motivation and work performance among the library professionals working in the colleges affiliated to Mangalore University.

7. Statement of the Problem

The study is entitled **"A Study of Employee Motivation and Work Performance among Library Professionals in Colleges Affiliated to Mangalore University"**.

The concepts and terms used in the title of the thesis are explained in a nutshell as follows.

Employee: Employee is a person who is working for wages or salaries. An employee is a person who is employed for a fixed salary or daily wages. Employee means a person who is employed in any firm, organization, institution or elsewhere and paid for the work done. Employees play a major role in determining the objectives of a company. Employees are persons who render personal services under employment-like conditions, but have entered into service contracts in the name of service companies owned by them.

Motivation: Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. It is the process of stimulating people to action to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators. Motivation is one of the most important factors affecting human behaviour and performance. Dubin said that, "Motivation is the complex force starting and keeping a person at work in an organization. Motivation, is something that moves the person to action and continues him in the course of action already initiated" (Robert Dubin, 1974).

Work Performance: Work can be defined based on an input-output concept. Working refers to the behaviour and movements of the worker to perform the work. Performance is to carry out the work. Work performance refers to the act of performing any given work as per the expectation of that particular job. Performance management is the process of creating a work environment where people are encouraged to perform and rewarded for their effectiveness. Kiran, Kumar (2008) opines that organizations can function more smoothly when they let their employees know what is expected of them with regard to work, and employment coaching can accelerate the human potential on a person to person basis, in a business.

Library Professionals: Library professionals are the driving force behind all every library activities. They are the mediators between man and the graphic records that his and his

previous generation has produced and the goal of the librarian is to maximize the social utility of these records for the benefit of humanity. Library professionals are the intermediaries between the readers and the library. They organize and correlate the various academic programmes and services of the college. A college library with highly motivated professionals contributes much to the success of any academic institution.

College Libraries: A college is considered as an academic institution of higher learning offering three year degree courses. In colleges, the library occupies a prominent position and is an important and integral part of the teaching programme. The aim of college education and college libraries is inter-related. Libraries develop a sense of responsibility in the pursuit of knowledge and stimulate the students to obtain, evaluate, and get them acquainted with the trends of knowledge. Khanna J.K. said, "College libraries are the most important intellectual resource of the academic community, and helps in the fulfilment of curriculum requirements and acts as a promoter of study and resource" (Khanna, J.K., 1997). An attempt is made here to study the libraries of different academic colleges of Mangalore University.

Affiliation: Affiliation means an adoption, association or reception as a member in the same establishment.

Mangalore University: The Mangalore University also known as Managala Gangothri, was established on September 10th, 1980 to cater to the higher educational needs of Dakshina Kannada, Udupi and Kodagu districts. It has in its jurisdiction Dakshina Kannada, Udupi and Kodagu districts, affiliating 159 colleges (including two constituent colleges and five Autonomous colleges) imparting education in the field of Arts, Commerce, Science, Management, Law, and Education. It was carved out of the University of Mysore post- graduate centre. Mangalore University is located at a distance of 18 kms, south-east of the city of Mangalore. The University campus, spread over an area of about 350 acres, has become a major centre for advanced academic studies and research. The University is being accredited at the Four Star level by the National Assessment and Accreditation Council (NAAC), Bangalore.

8. Objectives of the Study

The objectives of the study are as follows:

1. To know the socio-economic and demographic background of library professionals.
2. To study the organizational factors influencing the work performance and employee motivation, job satisfaction and contentment of library professionals.
3. To appraise human resource management, process and systems existing in college libraries such as staff pattern, performance appraisal system, rewards, and promotion policy.
4. To understand the relationship of the library professionals with their superiors.
5. To identify and analyze the job and work environment of the library professionals.
6. To ascertain the overall satisfaction level of the employees in the working place and also to offer suggestions for strengthening the motivation-performance-satisfaction linkages among library professionals.

9. Hypotheses

Based on the review of literature and the extensive study of the previous investigations, the following hypotheses have been formulated.

1. Job Satisfaction tends to influence the motivation and performance level of the library professionals.
2. There is a significant relationship between the superior's influences on librarians' motivation and their work performance.
3. Personal and work related factors affect the level of performance of library professionals.
4. Personal and work related factors tend to influence the motivation level of the library professionals.

10. Scope and Limitations of the Study of the Study:

The study "Employee Motivation and Work Performance among Library Professionals in college libraries affiliated to Mangalore University" covers the aspects

related to the linkages between employee motivation, work performance and job satisfaction among library professionals. The study is based on the context of library professionals of colleges and is limited to only college libraries affiliated to Mangalore University. However, the five Autonomous colleges are included in the study. The study comprises of staff pattern, personnel profile, view and perception, motivation and work performance. The study concentrates on the key factors like self- profile, work statistics, library details, and incentive level of the employees, performance level, motivational factors, job satisfaction, transfer, and other similar factors. The academic colleges from Dakshina Kannada, Udupi, and Kodagu districts were considered for the study. The colleges were categorized as Government Colleges, Private Colleges, and Autonomous Colleges. The total number of Colleges affiliated to Mangalore University at the time of survey was 159. Of the 159 Colleges, 122 Private College librarians, 32 Government Colleges and 5 Autonomous College librarians were sent structured questionnaires. These questionnaires were sent to only qualified librarians. Nearly 142 questionnaires were returned, of which only 131 were duly filled in and the remaining 11 were invalid. Thus, the total questionnaires suitable for the study were only 131.

The authenticity of data collection through questionnaires has always been questioned as it may not give very accurate results. This is the inherent limitation of this study. The concept of employee motivation and work performance among college librarians is indeed an extensive study and a task. However, in the stipulated time all possible efforts was taken by the researcher to cover the entire aspect and proper care was taken to extract the exact data. Thereby, a sincere attempt was made to present an overview of the present situation of library professionals. The major findings, observations, and conclusions drawn from the study cannot be generalized so as to reflect the situation in other college libraries in other regions of our state. However, the study provides a general trend pertaining to the motivation and performance of library professionals working in colleges affiliated to Mangalore University. The study is limited not only to the motivation, performance, and satisfaction but also to the effect on their work. This study is confined to the library professionals in college libraries affiliated to Mangalore University.

11. Methodology:

The researcher proposed to conduct literature search along with the survey method to collect primary data and information. The study is based mainly on the primary data collected from library professionals working in different college libraries of Mangalore University. However, a variety of research methodologies are used to study the motivation and performance of library professionals. Qualitative research methods such as interviews and interactions are used at the initial information gathering stage to help formulate hypothesis and to help with later survey development. The kind of methodology adopted for the study begins with a systematic study of literature. Literature survey was conducted by scanning secondary documents like LISA. The study further proceeded by collecting data and information on the topic from the secondary sources published in India and abroad. The main data was collected from the library professionals working in academic college libraries of Mangalore University through the survey research method.

12. Sample Size

A survey was conducted among the librarians of all Academic Colleges of Mangalore University. The Colleges were divided into Government Colleges, Private (aided and Unaided), and Autonomous Colleges. A list of the Colleges affiliated to Mangalore University was collected from the University. At the time of the survey there were 159 colleges affiliated to Mangalore University.

13. Development of Questionnaire

A literature review was conducted prior to the design of the questionnaire. Surveys from libraries of Nigeria, Australia, and other countries were consulted to set the question pattern. The researcher also visited management college libraries personally and the data collected from primary and secondary sources was analyzed and interpreted in a systematic way keeping in view the hypothesis and objectives of the study. Later, a set of questionnaires was designed for the library professionals working in the academic colleges affiliated to Mangalore University. 49 questions were selected on various topics like self profile, experience, job recruitment, motivation and job environment. The questionnaires

were sent to subject experts in the area of Library and Information Science and also to a faculty of Management Studies. Based on their suggestions the questionnaires were restructured after a few modifications.

14. Pilot Study

A pilot study was conducted by distributing the draft questionnaires to six library professionals. This preliminary study was helpful in testing and adjusting the research instrument. The questionnaires were found adequate for the present study and were used for the final survey with slight modifications.

15. Main Questionnaire

The questions were designed as a combination of closed and open ended type questions and multiple choice questions using Likert Scale. "The Likert technique presents a set of opinion statements and the respondents were asked to express agreement or disagreement on a four or five point scale. A typical question using a Likert Scale might pose a statement with 5 point scale with 1 being low (poor) and 5 being high (excellent)" (Clason & Dormody, 1994).

The main questionnaire consisted of several sections.

Section A: Questions dealing with demographic data, like gender, marital status, age, educational qualifications, and so on.

Section B: Questions were formulated with regard to work statistics like the kind of recruitment, pay scales, nature of job and years of service.

Section C: This dealt with information about the library such as staff pattern, library hours, library committee, and so on.

Section D: Questions with regard to the incentive levels of the respondents to ascertain their level of satisfaction with the existing promotional policy, rewards, etc.

Section E: This section included primary questions like performance appraisal, performance report, and the like.

Section F: Questions relating to motivation, job satisfaction, work environment, and other job related questions were framed.

16. Data Collection and Response Rate

In order to collect the primary data, questionnaires were distributed among 159 college librarians affiliated to Mangalore University. The target population included was Government Colleges, Private Colleges, and Autonomous Colleges. Questionnaires were personally given to almost all the college librarians. Some were mailed and some were also sent through e-mail. The researcher also conducted personal interviews based on the structured questionnaire to know the motivation and other factors that influence them at the work place. The academic communities covered under the study were only the qualified librarians working in D.K., Udupi and Kodagu districts. Nearly 142 questionnaires were returned. Among them only 131 were duly filled in while the remaining 11 were invalid. Therefore the response rate was 82.39% which was found adequate for the analysis.

Table 1: Distribution of Questionnaires and Responses Received

Sl. No.	Colleges	Questionnaire Distributed	Response Received	Percentage
1	Government Colleges	32	30	93.75
2	Private Colleges	122	96	78.68
3	Autonomous Colleges	5	5	100.00
	Total	**159**	**131**	**82.39**

Note: GC- Government Colleges, PC - Private Colleges, AC - Autonomous Colleges

The returned questionnaires were coded and the collected data/information was analyzed systematically using software packages like SPSS and MS-Excel. The data was analyzed using suitable statistical tools and techniques. Statistical tools such as Frequency, Percentage, Mean, Standard Deviation, Median, Percentage Mean, Chi-Square test, Fisher's Exact Test, ANOVA, and Factor Analysis were used for analyzing the data and testing the hypotheses. The questions related to performance appraisal, motivational factors, job and work environment were then taken and rated on the Likert scale. Tables, graphs, and pie charts were used for a clear analysis of the findings. Chi-square test was used to study the association between the different factors. P-value less than 0.05 considered as statistically significant. The references were provided in the American Psychological Association style.

17. Chapterisation

The outcome of the study is arranged systematically under the following chapter headings.

Chapter 1 introduces the topic of research. It briefly discusses the concept of the academic library and its role in the education system. This chapter also considers the need for the present study, the hypothesis, scope, limitations, and methodology of the study. It also deals with the different methods adopted to collect the data. It provides a summary of the remaining chapters.

Chapter 2 deals with the literature survey. Review of literature is an account of what has been published with regard to the present topic by various writers. The literature with regard to the study is discussed here. This chapter explains the number of journals and periodicals referred in regard to the study. It gives an overview of the literature on management techniques used in the human resource management in library and information centers. The literature published in India as well as abroad are reviewed and listed in chronological order.

Chapter 3 In this chapter an attempt is made to cover the role of motivation, types of motivation, and also the models with regard to motivation. A number of theories have been formulated by well known experts of management like F.W. Taylor, Maslow, Hertzberg, and others which are also explained in this chapter with regard to the study.

Chapter 4 deals with the key activities of performance management. The scopes of performance management and performance appraisal are studied in this chapter. The concept of management performance appraisal is also examined.

Chapter 5 is the main part of the research work. Data collected from library professionals is structured, analyzed, and presented with interpretations in the light of the objectives.

Chapter 6 This chapter presents a summary of the findings of the investigation and also offers suggestions.

Chapter 7 This chapter includes the conclusion.

18. Major Findings and Suggestions

In the light of facts gathered and analysed, the researcher presents the summary of the salient findings that emerged from the study and offers recommendations and suggestions.

18.1 Views and Perceptions

- It was found that of the 131 respondents, 74(56.5%) were male and 57(43.5%) were female. In Government Colleges, 66.7% of the respondents were male and 33.3% were female. Similarly, in Private Colleges 55.2% were males and 44.8% were females, and in Autonomous Colleges females outnumbered males. This indicates that a large number of male candidates get attracted to the profession of librarianship.
- It was interesting to note that the library profession attracted the younger generation. 35.9% of the respondents were in the age group of below thirty. 29.0% of them were between the age group of 30-40. 16.8% of the respondents were above 50 years of age. Majority of the respondents 60.0% from Autonomous Colleges were in the age group of above 50, where as in Government Colleges the age group was 30-40 years.
- The largest representations of respondents 128 (97.7%) were having a Masters Degree in Library and Information Science. Besides, 71(55.4%) of the respondents have an additional qualification, i.e. Masters in Arts, Commerce and Science along with the basic qualification i.e. Master in Library and Information Science.

18.2 Work statistics

- It is observed that 43.5% of the respondents were having a work experience of less than 5 years. 25.2% of them were having a work experience of more than twenty years. Rest of them has a work experience between 5 to 20 years. It was found that in Government Colleges, 63.3% of the respondents were having a work experience of less than five years, the same being shared by 39.6% of the respondents from Private Colleges. 80.0% of the respondents in Autonomous Colleges have a work

experience of more than 20 years. It can be observed that Autonomous colleges have more experienced staff than the rest of the colleges.

- It is quite interesting to note that 74.8% of the respondents are appointed by the management and 19.8% are recruited through K.P.S.C. 96.9% of the Private College respondents and 74.8% of the Autonomous College respondents were recruited through management committee, whereas, 86.7% of the Government College respondents were recruited by the Karnataka Public Service Commission. It could be observed that the mode of selection differed among colleges.
- It was observed by the researcher that there exists disparity in the salary of the respondents. Even though majority (96.7%) of the respondents from Government Colleges and 60.0% from the Autonomous Colleges are drawing University Grant's Commission scales, only 26.0% of the Private College respondents are entitled to U.G.C. scales. This shows that only few library professionals from Private Colleges are getting a good salary and a lot of disparity exists at the management level.

18.3 Library Details:

- It was found that the required staff pattern which is prevalent in most of the colleges is inadequate. 80.0% of Autonomous Colleges have 3 or more library assistants to assist the librarian. In Private Colleges, 30.5% of them have 2 assistants to carry out the library work. However, it was disheartening to note that 56.7% of the Government College librarians have to manage the entire library services without any assistants.

18.4 Incentive Levels:

- 70(53.4%) respondents expressed that promotional benefits are high. The remaining 61 (46.6%) respondents expressed that promotional benefits are low. 93.3% of the Government College respondents agreed that promotional benefits are high. The same view has been shared by 60.0% of the respondents from Autonomous Colleges. 59.4% of the Private College respondents felt that promotional benefits are less. However, it does not mean that the scope for promotion is not fair. Overall, it was observed that promotional benefits are more in Government

Colleges than in other types of colleges. In a nutshell, it could be observed that lack of promotional policies shall thwart the employee's interest in their profession.

- It is very surprising to note that, out of the total respondents considered for survey, only 27 colleges practise a reward system and recognize the contributions of librarians. The study identified that 79.4% of the respondents do not have a reward system. Only 20.6% of the respondents agreed that there is a reward system to recognize the outstanding contribution and performance of librarians. It is interesting to note that 80.0% of the Autonomous and Government College respondents said that there is no award system for outstanding performance of the librarians. Only 20.0% of the respondents from all the colleges agreed that they have been following a system of honouring the librarians as a token of recognition of their service.

18.5 Superior-subordinate relationship

- The researcher identified that cordial relationship of the subordinates with their superiors as a most influencing factor in motivating work performance. It was clearly observed that of the 131 respondents, 29.0% opined that their superiors were "not at all interested in knowing the constructive and additional activities undertaken in the library". 26.7% felt that their "superiors show some interest in knowing the activities" and the rest 26.0% felt that their "superiors rarely complement the developmental activities performed". It was disheartening to note that only 18.3% of the superiors recognize and appreciate the achievements of library activities. This causes aversion towards their services and may lead to poor professional performance. Relationship between superiors and subordinates influence motivation has been proved by Chi-square test.

18.6 Employee Performance Level

- The results show that 65.6% of the respondents submitted that, performance appraisal reports were maintained by their institution. 96.7% of the respondents from Government Colleges agreed that they have performance appraisal reports, 60.0% of the respondents from Autonomous Colleges and 56.3% of the respondents

from Private Colleges practised appraisal system respectively. However, 43.7% of the Private College respondents were of the opinion that they do not have an appraisal system.

- The study indicates that out of the four options which the researcher suggested to improve the performance appraisal systems, majority of the respondents 26 (30.2%) were in favour of a change in the appraisal system. 26.7% of the respondents suggested either to "link apprisal with promotion" or to "have competent appraisers". 16.3% suggested to give up the appraisal system. It is concluded that the respondents felt the present performance appraisal system has to be modifed with certain changes like linking appraisal results with promotion and to have competent appraisers.

18.7 Motivational Factors

- The study has been able to establish the fact that motivation helps in better performance. Of the 131 respondents majority 109(83.2%) of them opined positively where as 22(16.8%) felt that motivation does not helps in better performance. 96.7% of the respondents from Government Colleges said that motivational factor helps in performing better. This opinion is shared by 78.1% of the Autonomous College respondents. Only 21.9% of the respondents felt that motivation is not a factor for better performance. It was found that there existed a highly significant association between job satisfaction and performance.
- The factor analysis of motivational factors generated three factors that accounted for (61.461%) of the total variance. These factors explained three major sub-systems of motivation pertinent to the workplace, namely, work ethics, work environment, and administrative support. Work environment emerged as the principal component of motivation to the employees (29.124% of variance). Variables, namely, authority in doing a job (0.777 loadings), money-minded (0.881 loadings) and opportunity to achieve personal goal is loaded with 0.581 which underlined the importance of motivation at the workplace. The variable 'disbursal of sufficient funds' was loaded with 0.568 which showed that enough funds are

very essential for motivation at the work place. Autonomous Colleges mean 93.33 shows that motivational factor is high in this regard.

Suggestions

- It is suggested to have a proper and fair system of recruitment and selection in Private Colleges.
- In Government Colleges steps should be taken by the Government to recruit more staff members to the library department as it is difficult to cope with all the work by a single person.
- It was found that a significant number of library professionals working in Private Colleges are not only deprived from the U.G.C. scales, but are low paid. Hence, it is suggested to impose a fair pay system; else its motivational impact will be negated thus, affecting library activities.
- It is suggested that the promotion policy should be appropriately amended and merit should be made part of the criteria for promotion. Private Colleges should create promotional opportunities for all and formulate appropriate policies. Although a high level of satisfaction is reflected in the present job, the management should create opportunities for promotion and job enrichment so that the present job does not lead to monotony.
- As far as transfers are concerned, a librarian should be allowed to work in a single place for a minimum period of five years.
- It is suggested that incentive schemes need to be effectively implemented. Additional incentives or increments can be provided to librarians for acquisition of new skills relevant to their field
- Refresher and Orientation courses should be made compulsory for all the professionals in the library. This would help in providing the library staff with adequate training, and support in order to be aware of new developments in technology.
- Fair and proper performance appraisal policies should be adopted by the concerned institution to avoid demotivate and demoralizing the employees.

Performance appraisal processes provides an opportunity to make it clear that the institution not only professes to adhere to high ethical standards but also actually appraise employees based on their adherence to those ethical standards.

- As rewards proved to be an important ingredient in the motivation of the employees, some kind of reward or incentive can be introduced in the library to boost the morale of the librarians. McClelland's theory of achievement highlights the importance of rewards and also justifies that a sense of recognition is also a reward.
- It is evident from the study, that the behaviour of an employee on the job is influenced directly, positively or negatively by his or her superior. A positive influence can strengthen commitment and therefore, the management/authority has to improve the quality of administration. It is important for the management as well as the authorities concerned to provide motivators, such as growth opportunities, sense of responsibility, accomplishment, recognition, and good working conditions. The superior has to be just and fair, as management guru, Peter Drucker aptly said, "They are not employees, they are people".
- It was found that some of the library professionals are dissatisfied with the job. Therefore, the management/authority should be persistent in its effort to identify the cause of their frustration and try to eliminate the causes by job redesigning, delegating appropriate authority, and any other means of making job interesting to them.
- To help in developing the competence of the library staff and enabling them to possess a broad range of skills and more requisite knowledge, increased autonomy and discretion is suggested.

19. Conclusions

The study revealed that library professionals of Autonomous and Private Colleges are fairly ahead of the library professionals working in Government Colleges with regard to the infrastructure. The study ascertained that the pay scales are not very lucrative in most of the Private Colleges and the management should take steps to adopt a fair and appropriate salary package. The results of the study indicate that the librarians working in

Government First Grade colleges are facing certain problems which are mainly due to inadequate staff, lack of library space, frequent transfers, budget constraints, lack of support, and other job related factors. The concerned authorities should realize that a library is the heart of any educational institution and it plays a vital role in the growth and development of a college. It is quite heartening to note that despite all the constraints, the librarians are rendering good service to its users. But when the authorities realize the importance of the library and its librarians, by providing enough staff members to assist the librarian and also good infrastructure, the librarians will be highly motivated and their performance will also be enhanced.

The study can provide definite input for the Government, management, authority, and also the concerned department in their policy making and other related issues. Further studies may be undertaken on the same pattern choosing different types of special as well as professional libraries for making valid generalization and draw inference. Even research can be undertaken to realize the employee's turn over at the job, work output, and employee retention at the academic level. College library professionals face many constraints in the road towards motivation. However, their professional skill, competence, and commitment will help them to overcome all the hurdles in their way to motivation and also to develop human resource development.

The study has been successful in understanding the human resources-library staff and drawing attention towards the need to understand the factors which motivate the library professionals of Colleges affiliated to the University of Mangalore and help to provide optimum level services to the needs of the end users effectively, in their own situational context.

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